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Final

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**Jordan National Customs:
Human Capital Development
and Management – Phase 2**

Final Report
March 2005

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Abstract

The process of selecting a suitable software vendor is in its final stages and Jordan Customs Department (JCD) Human Resources (HR) Directorate and Training Center are completing their preparation for the entry of new data and the migration of existing data to the new system. This report details how JCD is developing the knowledge base for moving to a competency base for job descriptions and training and how they are managing the major task of preparing materials to test the new HR system.

Abbreviations and Acronyms

HCDM	Human capital development and management
HR	Human resources
HRM	Human resource management
IPR	Intellectual property rights
JCD	Jordan Customs Department
RFP	Request for proposal
SAT	Systems approach to training
WCO	World Customs Organization

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Executive Summary

Phase 2 of the Human capital development and management (HCDM) project concentrated on working with the Human Resources (HR) Directorate and the Training Center to prepare for the implementation of the new integrated HR and training system. The other key component of Phase 2 related to the existing and required skill sets of key Jordan Customs Department (JCD) staff.

Key outcomes from Phase 2 of this consultancy are:

- Reviewing and refining documentation of HR and training activity undertaken between Phase 1 and Phase 2
- Positive assessment of the qualifying vendor and preparation for AMIR, JCD and vendor collaboration for customizing the new system
- Establishing validating committees for job descriptions and training material
- Increasing HR and training center staff competencies in preparation for working with the introduced reforms and the new system
- Establishing a work plan for the Training Center to continue preparation for installation of the new HR system.
- Increasing interest in the HCDM project within the Ministry of Finance
- Identifying skill deficits and planning for skill development in JCD Directors.

The implementation of a new system is now becoming a reality for JCD staff in the HR Directorate and at the Training Center. With this realization comes increased activity and some increase in anxiety. However constant contact between the two workgroups and AMIR consultants has helped reassure and encourage.

While the Training Center has much work still to go to be well positioned to test the new system during the pilot, the HR Directorate is gaining ground and their work is on schedule. Unfortunately the leadership of these two corporate areas is going through a period of transition. However this situation has led to the middle managers taking a stronger role and to date they have shown themselves able to fill the leadership void in relation to the HCDM project. In addition key concepts related to the underlying HR and training reforms are at last showing signs of being well entrenched with key middle manager level staff.

The interest of the Ministry of Finance in the HCDM is indeed welcome. A presentation at the ministry was well received and suggests further contact will continue as the project progresses.

1.   Background

The Human Capital Development and Management (HCDM) Project evolved from some earlier USAID-funded AMIR work undertaken by a number of different consultants early in 2004. 'Human Resource Development – Phase 1', prepared by John Howard and Walter Hekala, and 'Systems Approach to Training', prepared by Gaétan Turgeon, are the most significant of these studies. The aim of this project is to introduce a series of HR and training reforms supported by an integrated HR/training system.

Work in Phase 1 (October 2004) of this project included:

- Assessing current HR and training skill sets and business processes
- Developing the business requirements of the Request for Proposal (RFP) for an integrated HR and training system
- Developing a business implementation plan
- Developing key executive and operational level relationships required to sustain the project
- Extending the Knowledge Management Committee's mandate to include overseeing the HCDM project.

Much of the work undertaken in Phase 1 concentrated on instilling key concepts such as the link between job descriptions and training as well as the need to link training to business needs. Training concepts introduced during Phase 1 included the Systems Approach to Training (SAT) process – analysis, design, development, implementation and evaluation.

Local HR consultants and the HR and training Center people completed the documentation of JCD jobs and commenced the process of getting existing training material into a common format in the period between Phase 1 and 2. They also conducted a workshop to introduce the project to JCD Directors and conducted a team building workshop for HR and training staff.

The context for Phase 2 work is summarized as:

- Some knowledge of key concepts and processes is understood at both the executive level (mainly JCD Headquarters) and at the operational level in corporate areas (HR, IT and training).
- A disappointing response to the RFP has led to delays in the identification of affordable software that meets the RFP requirements.
- The documentation of Customs' jobs is complete.
- Leadership of the HR Directorate and the Training Center has recently changed, although the new Training Center manager has yet to take up his new position.
- HR and Training Center staff know each other and communicate on some work issues.
- The timeframes for some business tasks in the implementation plan have slipped.

2.   Consultancy

This report is prepared in accordance with the scope of work agreed under activity number 555.01 HR Change Planning. Phase 2 of this project covers the period 2 February to 7 March 2005. The title of this project is Human Capital Development and Management. The objective of Phase 2 of this consultancy is to continue preparation for the pilot of the integrated HR and training system through the introduction of SAT-compliant training processes and the development of contemporary HR processes.

The Phase 2 methodology related to project sustainability included:

- Task reviews
- Short and medium term planning
- Building internal competencies and confidence
- Building relationships and broadening the base of support within JCD

As a complement to the current task at hand, AMIR Program consultant John Howard completed a scope of work entitled 'Critical Skills – Gap Analysis and Closing the Gap'. Mr. Howard conducted his work and analysis during Phase 2 HCDM, which is an integral part of the HCDM project and is referred to in this report.

Phase 2 tasks included:

- A series of activities related to preparation for the pilot of the new system
- Identifying skills and skill gaps and planning associated with addressing these skill gaps
- Embarking on the first steps towards a competency framework
- Promoting HCDM within the broader Jordan civil service environment.

This report documents the work of not only the author but also the work of local HR consultants Ms. Ruba Afana and Ms. Ghadah Nazzal. The term 'consultants' is therefore regularly used in the report to reflect the work of the consultant team in Phase 2. A list of consultations for Phase 2 is at Annex 5.

3.   Preparation for the Pilot of the New System

The first step for Phase 2 was to amend the Business Implementation Plan. The revised workplan is at Annex 1 and provides an update that reflects the time delay in the selection of the vendor that best meets the needs of the RFP. The chief difficulty in selecting a suitable vendor has been identifying respondents to the RFP who are able to meet the requirements of SAT and who have a fully Arabized system.

The consultants' focus in addressing the business tasks has been with the HR Directorate and the Training Center. As the commencement of the trial of the new system becomes ever nearer the pressure to have data and processes in place and understood increases.

3.1   HR Directorate

3.1.1   Job Descriptions

The HR Directorate has met their workplan commitments in preparing JCD job descriptions. The Directorate established a team of HR people to undertake the work. The team applied a consistent collection and documentation process and as a team they reviewed and collated the job descriptions.

The HR Directorate identified the following as issues that needed to be addressed as a result of this exercise:

- The number of separate jobs indicates that many jobs are similar to others but with separate job titles
- Some job titles do not reflect the job description
- Lack of uniformity in job titles in different locations.

This is the first time that such a major exercise in documenting jobs has been undertaken so it is not a surprise that these issues have surfaced. The consultants and the HR team had numerous discussions about approaches and possible solutions.

The need to document and use job titles and job descriptions that managers recognize and relate to for the trial of the new HR system is important, and recognized by the HR team. However, the consultants are encouraged by the major steps the HR team is taking in understanding the value of consistent and accurate organizational structures.

HR has established a job description review committee which comprises of members of the HR team who collected and collated the job descriptions and a number of Directors and Customs House managers to validate the job descriptions. This group will look at what improvements can be made to reduce complexity and confusion but will not look at making major changes prior to the installation of the new HR system. Long-term planning will however address the issues mentioned above. The consultants introduced the concept of customs key operational jobs to the Assistant Director of HR Mr. Mohammad Awwad and Ms. Iman Bawaya from the HR team. They were quick to embrace the concept of matching job families to customs functions. They have reviewed the AMIR report 'Human Resource Development Phase 1' by John Howard and Walter Hekala that introduces job families and presents

models from other customs administrations. Phase 3 of this project will move towards developing customs own operational key jobs and the proposed HR system will accommodate job groupings or job families.

3.1.2   Organizational Charts

The Jordan Customs Department is without accurate organizational charts at the Directorate or Customs House level. This situation needs to be rectified so that the job descriptions have an accurate framework in which to sit. It is very difficult without the organizational charts to check that all job descriptions have been collected and that no gaps will be identified when personal profiles and job descriptions are migrated into the new HR system.

The organizational charts also become critical when it comes to the coding of job descriptions. In JCD the codes are dictated by Department of Administrative Development and provide information about the person currently holding the job rather than the job itself. For the pilot of the new system, existing codes will be used but it will be possible at a later stage to start looking at locating a permanent code for each job with the code relating to the function, location and the required class to do the job. Organizational charts will then become a necessary platform for this approach to job codes. These changes have been discussed with the HR team and in the Knowledge Management Committee, and need to remain on the work plans of the HR and Planning and Organization Directorates.

3.1.3   HR Data

The consultants have also discussed with the HR team the standard of data currently held in the existing HR system. Ms. Iman Bawaya is undertaking an audit of job descriptions during the validation process. She is of the opinion that the majority of the HR data held is reasonable accurate and ready for migration to the new system.

While the issues of clean data and migration of data are only just being addressed, the period between March and the beginning of the pilot is the period in which to reduce the time the successful vendors will spend in assessing data for migration.

3.1.4   Revised Delegations

The Minister of Finance has given the Director General the authority to approve the revised delegations providing the Manager of the Training Center and the Director of the HR Directorate with the delegations to make day to day decisions about the management of their corporate functions. The HR Directorate will put in place the processes required to implement these new delegations during March.

The HR Directorate has made great steps in understanding the key HR concepts necessary to implement the planned reform agenda. The consultants congratulate them on the power of work they have done to date and the positive approach they have to HR reforms in their organization.

3.2   Training Center

3.2.1   Training Center Leadership and Resourcing

A new Training Center manager was appointed in January 2005. Unfortunately the Training Center's new manager has been unable to take up his new position due to ill health. This situation has left the Training Center in limbo with the previous manager sitting in to 'hold the fort'.

The consultants are very concerned about this destabilization at this critical time in the project. The situation is affecting the morale of Training Center staff just at the time when the consultants are seeking a big commitment from them in terms of improving their skills and increasing their workloads. This situation has the potential to become a major project risk and needs close monitoring between now and the commencement of Phase 3.

However, the rotation of Mr. Samir Abdullah from the HR Directorate to the Training Center is very welcome. Mr. Abdullah attended the SAT training course offered by AMIR Program consultant Gaétan Turgeon last year and has a strong IT background. He has already begun to upgrade the Training Center's computing environment by seeking to network all members of the team with a central server and a central files directory. Mr. Abdullah is also a very competent user of Microsoft software and will become a real resource within the Center in our plans to upgrade the computing skill levels within the Center.

There is still a chronic shortage of suitable people at the Training Center and the consultants have real concerns about the Training Center having sufficient material and activity in place to seriously test the new system. A request was put to the Knowledge Management Committee meeting seeking two additional staff with suitable skill sets to be placed at the Training Center. This is expected to augment the numbers and skills of those already there. Again it was stressed to the committee that there be no rotation out of the Training Center during the period of the project.

In addition, the original Training Center manager has performance concerns about two staff members. The Knowledge Management Committee agreed to a performance plan being implemented during March that will be reviewed at the next meeting.

3.2.2   Reporting on Training Activity

The Knowledge Management Committee approved the annual training plan prior to the commencement of Phase 2 and a training target of 25 hours per employee per annum was set. The consultants spent some time with the Training Center team discussing the need to report to the Knowledge Management Committee about how they are meeting this target. This approach to accountability is new to the group but is proving a good way to introduce some of the discipline into the Training Center that SAT demands.

The Training Center team has now agreed to report monthly to the Knowledge Management Committee on their progress towards their training target. The Training Center already records data that will allow them to develop this monthly report. Other forms of reporting are expected to be introduced to the Training Center in Phase 3.

3.2.3 Systems Approach to Training

The Systems Approach to Training is a significant platform of the HR and training reforms being introduced to JCD. This is a disciplined approach to the design and delivery of training material. SAT was introduced to JCD by AMIR Program consultant Gaétan Turgeon who recommended the introduction of SAT to JCD and conducted a SAT training course in 2004.

SAT is still in its infancy in JCD; however, the Training Center team has asked JCD trainers to review their training material and to format their material in SAT style. In addition, the new system will be customized to support a SAT-styled process that will help embed this discipline into the Training Center's processes.

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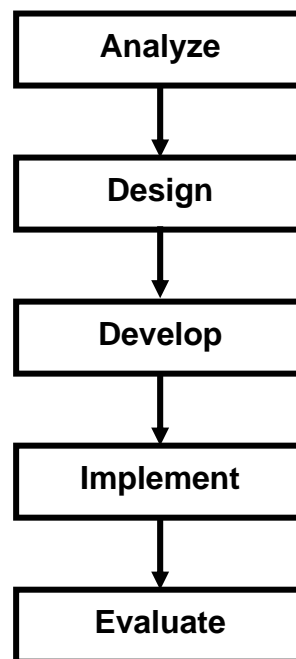
Figure 1. SAT Process

The SAT steps (Figure 1 above) will form the basis of the SAT homepage in the proposed system and each step in the SAT process will have its own checklist to be completed by training designers and instructors as they develop, deliver and evaluate a new training package. While all steps will be included in the pilot of the new system the degree of understanding of SAT within JCD is influencing the consultants' judgment as to the degree of complexity that will be introduced at this stage.

The important concept that is at the heart of all SAT work with the Training Center to date is that training design and delivery needs to reflect the business needs of the JCD, i.e. training is about jobs and must reflect the reality of JCD jobs. Phase 3 work will continue to expand the understanding of SAT within JCD and will assess the customization of the new system in supporting and driving the implementation of SAT with training course designers and deliverers.

3.2.4   Training Packages

The Training Center has made little progress in their attempts to get training packages documented in a format that is consistent and that supports the SAT approach. Only three training courses, apart from consultant Mark Harrison's 'Intellectual Property Rights', have been transferred to the new format.

The Training Center has doubled their efforts to get trainers to tackle this task offering individual assistance and further training in the new approach. A new deadline has been set which will accommodate the introduction of the new system.

This situation again highlights the Training Center's need for effective and influential leadership. Currently the Training Center has a poor reputation with Custom's Directors and Customs House managers so the requests for assistance in getting trainers who have full time operational and policy jobs to attend to this matter appears to be a low priority. This issue was addressed at the Knowledge Management Committee at the beginning of March and the committee agreed to a memo being signed by the Deputy Director General seeking trainers to comply with this request.

3.2.3   Training Administration

Mr. Samir Abdullah documented the existing process used to administer training courses at the Training Center. The consultants have discussed some improvements with Mr. Abdullah who has agreed that there is a need to make some important changes in the process. He has also prepared a simple 'procedures manual' to address the changes and will assist staff in making the changes. In addition the pro formas attached to this process will be reviewed to ensure they reflect the targeting of training to training needs, and the improvements in the administrative process.

3.2.4   Training Needs Analysis

The normal inputs to a training needs analysis are represented in Figure 2 below. Jordan Customs Department is not yet in a position to capture information from these three sources easily. The consultants introduced the Training Center team to this concept and Mr Samir Abdullah is reviewing the training plan with these criteria in mind. The concept of training responding to business needs is slowly being established. Mr Abdullah is using the incomplete but available annual managers' evaluation information and the request from managers for training as his inputs to his review.

There is still a need to address the commitment by managers to providing accurate and complete data to HR and training. This will be addressed in Phase 3. The Training Center has a great deal of work to complete before the trail commences. Their work plan for March is at Annex 2.
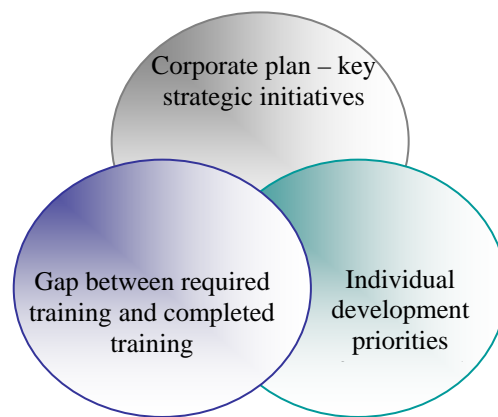
Figure 2. Inputs to Training

3.3   Software Vendor Selection

A qualifying software vendor provided a demonstration of their solution to the RFP. The vendor's generic HR system met the criteria of being fully Arabized but needed a creative approach to be able to support the SAT. The vendor's solution incorporates the use of a customized SharePoint portal that would link with off the shelf, generic HR product. The consultants questioned and tested the vendor on business aspects of their solution and prepared an evaluation for the technical team. In addition, the vendor provided the consultants with access to a test site for the HR system. At the time of writing the vendor is scheduling a demonstration of their solution to key players in JCD including people from HR and the Training Center.

The generic HR solution provided a very good response to the HR business needs as stated in the RFP. Some customization will still be necessary to satisfy all HR elements within the RFP. The difficulty in the demonstration was that the solutions ability to meet the SAT requirements was explained rather than demonstrated. The vendor will need to undertake some customized programming work which they were not prepared to do until having won the contract to provide the new system. However, the solution appeared to be a viable one and one that would meet the requirements of the RFP. The seamless nature of the transition between the HR system and the portal that will support the SAT process will be the test of the solution and this will be undertaken during the trial if JCD commits to this vendor's proposal.

The most important aspect of the software meeting the needs of the RFP is in the collaboration to customize the software. It is particularly critical that the JCD HR and training people are supported by the consultants in the collaborative process. This is to ensure that the programming for customization prepares JCD for not just the present but for the next five years as they grow in their understanding of the HR reforms. The consultants' investigation of the vendor's trial site has enabled them to plan for the collaboration process with some scoping of the customization required and an allocation of tasks. This collaboration process is expected to be a period of pressure with JCD requiring considerable support from the local consultants.

4.   Skills and Skill Gaps

One of the main areas of attention during Phase 2 has been that of skills and skill gaps at various levels and in key functional areas in JCD.

4.1   Director's Skill Gaps

Mr. John Howard's report 'Critical Skills – Gap Analysis and Closing the Gap', prepared in March 2005, describes work he undertook during Phase 2 in analyzing the skill sets of Directors in JCD headquarters. As Mr. Howard has indicated in his report, the skills of directors are critical in sustaining and maintaining major change programs. Other USAID-funded AMIR Program activities such as the customs integrated tariff (CITS), supply chain management, and customs bonds are all introducing improved processes and demanding new skills and new approaches to work. The directors and senior operational managers are key to sustaining these improved workplace processes.

Mr. Howard provided four options for JCD to consider in addressing the identified skill gaps:

- Use an established international body such as the Center for Customs and Excise Studies at the University of Canberra to conduct a shortened version of the Customs International Executive Management Program for Jordan Customs.

- Source local Jordanian companies to develop an executive management program with the assistance of a seconded customs director.

- Develop a training package 'in-house' using suitably qualified personnel from customs and other government agencies with raw material sourced from international or local suppliers.

- Task the National Training Institute, or its successor, to develop a training and professional development course for executives from within customs.

The HCDM consultants would not recommend the development of an 'in-house' option due to the lack of contemporary training design and delivery skills available. Another consideration in identifying suitable options is the need for customs relevance with these senior managers. If a local provider is engaged then there is a need to assist the provider in developing JCD based case studies and exercises. This will assist the material presented as being not just theoretical information (nice to know) but customs' based management practice (need to know).

There would be some value in the selected provider addressing a set of senior manager competencies as this would address the deficits identified by Mr. Howard and also align the development program to the approach the HCDM is introducing for training throughout JCD. A wide variety of senior manager core competencies are available. One that has been well developed and tested is the Australian Public

Service 'Integrated Leadership System' that can be viewed at www.apsc.gov.au following the links to it through Executive Development on the homepage.

If JCD adopts to introduce a study program for Directors and senior managers then the time should be as soon as possible. The HCDM project has led to additional delegations for the HR Director and the Training Center manager. As reforms continue within JCD, pressures on directors and senior managers will increase. They need to understand their management responsibilities and demonstrate improved management competencies if they are to deliver customs' business objectives.

4.2   HR and Training Center Skill Sets

The skill sets within the Training Center and the HR Directorate vary in terms of skill levels, job complexity and work unit processes. The consultants have taken the approach that there is a need for both work groups to have a common understanding and knowledge of the HCDM Project and the reforms that are being introduced and that they need some basic administrative and technology skills to work with the new HR system. Individual needs within the group have not been tackled as part of this project but have been discussed with some members of the group as the opportunity arose.

HR and TC Directors/Managers and their staff attended two half day workshops during Phase 2. The workshops were held on the 19 February and 4 March. The design of the workshops included:

- Opportunities for HR and TC to work together
- Activities to help understand each others work and work environments
- Activities and presentations aiming to establish the concept of competencies and their application in the HR and training environment.

4.2.1   Human Resources Directorate and Training Center Workshop 1

There had obviously been some good work done in the earlier team-building workshop as all members were quickly involved and personal connections between HR and training staff were indeed evident. Most members of the group are quite happy to stand and hold the floor during general discussion.

The first half of the workshop dealt with the HCDM project and its progress, introduced the term 'competencies' and provided opportunities for people to explore the differences between traditional HR and training work and how this would change under a competency approach. The example of traditional academic knowledge-based learning and learning for jobs in a workplace was explored. The presentation for this workshop is at Annex 3.

The second half of the workshop provided the HR Directorate with an opportunity to demonstrate their knowledge of training functions and activities and vice versa. Energy was high in the workshop and the consultants were satisfied that understanding about the reforms was increasing.

4.2.2   Human Resources Directorate and Training Center Workshop 2

The purpose of the workshop was for the HR and Training Center staff to experience how core competencies are developed and how competency sets can be established. The workshop helped progress the group from looking at jobs described only within the frame of a job description to jobs being described by the competencies required to successfully undertake the job. This is an important growth in understanding and one that is represented in the table below.
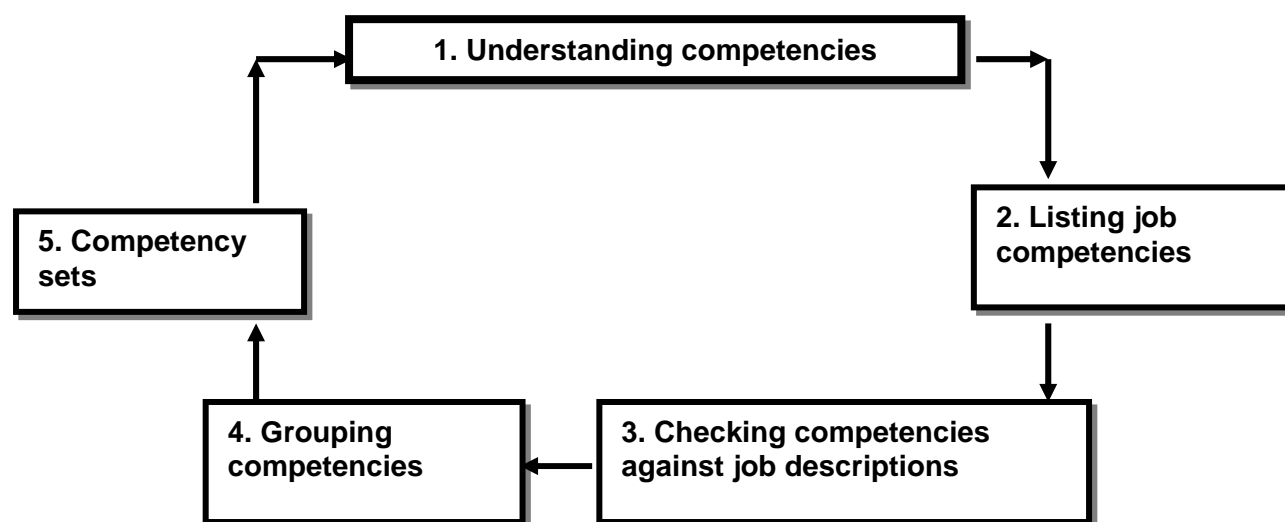
Figure 3. Moving from Job Descriptions to Competency Sets

Workshop 2 also demonstrated the need to identify both core and technical competencies for a job. This was done with the individual and supervisor level groups in HR and training working together.

While considerable progress was made during the workshop, the consultants were not convinced that the purpose of the workshop had been completely fulfilled. There appears to be an expectation within the group of wanting 'THE' answer delivered rather than developing 'AN' answer which may have a number of iterations.   The need for a 'right' answer and one that comes from the experts rather than from within the group seemed to inhibit some members of the group. Ambiguity is not easily tolerated by some.

There was a sound attempt at identifying relevant competencies from a long list of common competencies but the ability to consider the connections of these to their jobs and to group them accordingly was difficult for many. However, the result from one of the groups was encouraging and will be used in Phase 3 as a draft for further exploration. The idea that competencies may be demonstrated at different levels or standards according to the job was easy for the group to relate to and well accepting paving the way for the later development of performance standards.

4.2.3 Computer Skills

During many visits to the Training Center, the consultants became aware of a real dearth of administrative skills. The inability to organize documents and to be able to retrieve information quickly and to know that it is the most recent piece of information about a particular topic is hampering the efficiency and effectiveness of Training Center activities. This situation led to an investigation about the quality of administrative skills in the HR Directorate. While the situation is a little better there, it raises some major concerns with the implementation of a new system so imminent.

The planned computer skills upgrade is now an urgent matter. AMIR Program consultants will commence a planned program addressing computer skills, document management and software skills for HR and training staff which will begin this month. Fortunately Mr. Samir Abdullah has adopted a disciplined approach to process and a high standard of computer skills, and will be available to support other members of the Training Center as they practice skills learnt in the training room.

5.   External Interest and Scrutiny

There has been considerable interest in the HCDM project from the Ministry of Finance. The author gave an initial presentation on the project to the Ministry's HR people during Phase 1. BearingPoint is conducting a strategic review of the Ministry and has therefore been looking at initiatives underway in JCD. This led to discussions between the author and BearingPoint consultants to ensure their understanding of the HCDM project. The author considered these discussions as an opportunity to promote the approach taken to HR reforms in JCD and to encourage the Ministry's interest and scrutiny.

BearingPoint and the Ministry of Finance asked for a presentation to explain the HCDM project to the HR managers from the Departments within the Ministry. The presentation, see Annex 4, proved to be very interactive with many questions being raised about the process being undertaken in JCD and the links between the JCD's project and the expected Jordanian Civil Service Reforms. The Ministry of Finance is keenly monitoring the HCDM project.

6.   On-going Planning

The consultants have revised the Business Implementation Plan at the completion of Phase 2 – see Annex 6. They are pleased that some gains have been made in the project plan. While the computer and overall information technology PC and IT skills upgrade still have not been completed, the assessment of the plan indicated there was too much pressure on the HR and training center people in terms of both undertaking the HCDM work in addition to their own day to day work as well as attending workshops to improve skills.

Those computer-related skills upgrading workshops will be completed prior to the commencement of the collaboration on the customization of the new system and so staff will have some time to practice their new skills and have the administrative arrangements on their personal computer well organized prior to the piloting of the new HR software. The consultants believe the work plan is therefore 'on track' for the busy time ahead.

7.   Conclusions

Phase 2 proved a mix of 'hands on' coaching of key HR and Training Center staff as well as trying to embed the key concepts inherent in HR reforms with all members of training and HR. There have certainly been good gains made in the two groups seeing themselves as colleagues in a common cause.

The frustrations in Phase 2 relate to the lack of certainty about leadership, staffing and staffing levels in these two corporate areas and the potential impact that changes at this critical time in the project could make. While the consultants have lobbied the Knowledge Management Committee's support on this issue there is no guarantee we can rely on suitable and appropriate staffing levels for the continuation and completion of this project.

The approaching system pilot is welcome and will provide a test of the work done to date as well as an opportunity to extend the practical realities of the reforms. The extension of interest in the HCDM project beyond JCD to the Ministry of Finance is welcome and would indeed provide a broader base for HR reforms in the Jordanian Civil Service and could well see JCD leading the way!

Annex 1: Business Implementation Plan Commencement of Phase 2

ID	Task_Name	Duration	Start_Date	Finish_Date	Predecessors	Resource_Names
1	**Customs HCDM**	**214.25 days?**	**10/03/2004 8:00**	**08/03/2005 17:00**		
2	**Technical Tasks**	**194.25 days?**	**10/06/2004 8:00**	**07/11/2005 17:00**		
3	**HCDM Procurement & Implementation Team Onboarding**	**99.25 days**	**10/06/2004 8:00**	**03/01/2005 17:00**		
4	Project Planning and Onboarding	4 days	10/06/2004 8:00	10/11/2004 17:00		ALS PM,ALS Analyst[30%],ALS Architect[30%]
5	Compile HCDM Technical Plan	7 days	10/17/2004 8:30	10/27/2004 10:30		ALS PM[5%]
6	Compile HCDM Implementation Plan	3 days	10/27/2004 10:30	11/01/2004 10:30	5,43	ALS PM[5%]
7	Determine and Document Systems Integration Requirements (for RFP)	10 days	10/12/2004 8:00	10/27/2004 10:30		ALS PM[20%],ALS Architect,Customs
8	Determine and Document HCDM Detailed Requirements (for RFP)	15 days	10/12/2004 15:00	11/04/2004 14:30	4	ALS PM[10%],ALS Analyst,Customs,AMIR[10%]
9	Approve Detailed Requirements	3.43 days	11/06/2004 8:30	11/10/2004 11:56	8,7	ALS PM[35%],Customs
10	Develop RFP	15 days	10/20/2004 8:00	11/11/2004 14:30	4	ALS PM[30%],ALS Analyst
11	Approve RFP	2 days	11/16/2004 8:00	11/17/2004 17:00	10,44,9	ALS PM,AMIR[10%]
12	Select Pilot Customs Departments (HQ & Branch)	1 day	11/02/2004 8:30	11/03/2004 10:30		AMIR[10%]
13	**Pilot Locations Selected**	**0 days**	**11/03/2004 10:30**	**11/03/2004 10:30**	**12**	
14	Publish and Manage RFP	30 days	11/18/2004 8:00	12/28/2004 17:00	11,13	AMIR[10%]
15	Proposals Received	0 days	12/28/2004 17:00	12/28/2004 17:00	14	ALS PM

16	**Evaluate Proposals and Select HCDM Vendor**	**20 days**	**12/29/2004 8:00**	**01/26/2005 17:00**	**15**	**AMIR[10%],Customs[50 %],USAID[50%]**
17	Evaluate Proposals	20 days	12/29/2004 8:00	01/26/2005 17:00		USAID[10%]
18	Conduct Live Software Demoe at Customs - Jordan	7 days	12/29/2004 8:00	01/06/2005 17:00		HCDM Vendor
19	**HCDM Vendor Selected**	**0 days**	**01/26/2005 17:00**	**01/26/2005 17:00**	**16**	
20	USAID Contact Office Approval to Proposed Budget	21 days	12/29/2004 8:00	01/27/2005 17:00	15	USAID[10%]
21	Contract Preparation	7 days	01/27/2005 8:00	02/06/2005 17:00	16	AMIR[10%],USAID[10%]
22	Contract HCDM Vendor	1 day	02/07/2005 8:00	02/07/2005 17:00	21	AMIR[10%]
23	Contract HCDM Vendor Implementation Team Mobilization & Onboarding	15 days	02/08/2005 8:00	03/01/2005 17:00	22	HCDM Vendor
24	**Pilot Implementation**	**95 days?**	**03/02/2005 8:00**	**07/11/2005 17:00**	**3**	
25	Pilot Implementation Re-Planning (based on selected Vendor)	4 days?	03/02/2005 8:00	03/07/2005 17:00		ALS PM[10%],HCDM Vendor[50%]
26	**Pilot Implementation Plan Sign-off**	**0 days**	**03/07/2005 17:00**	**03/07/2005 17:00**	**25**	
27	ALS Implementation Management	95 days	03/02/2005 8:00	07/11/2005 17:00		ALS PM[40%]
28	Requirements Verification, Analysis, Pilot Acceptance Criteria	10 days?	03/02/2005 8:00	03/15/2005 17:00		ALS PM[50%],ALS Analyst[50%]
29	Implementation Design	5 days?	03/16/2005 8:00	03/22/2005 17:00	28	ALS PM[30%],ALS Architect[30%]
30	Implementation Development	10 days?	03/23/2005 8:00	04/05/2005 17:00	29	ALS PM[30%],ALS Architect[30%]
31	Implementation Test	5 days?	04/06/2005 8:00	04/12/2005 17:00	30	ALS PM[30%],ALS Analyst[30%]
32	Acceptance Testing	5 days?	04/13/2005 8:00	04/19/2005 17:00	31	ALS PM[30%],ALS Analyst[40%]
33	Deployment Planning	8 days	04/13/2005 8:00	04/24/2005 17:00	31	ALS PM[30%]

34	**Deploy**	**25 days?**	**04/25/2005 8:00**	**05/29/2005 17:00**	**33,32,45**	
35	Deploy at HQ	5 days?	04/25/2005 8:00	05/01/2005 17:00		ALS PM[60%]
36	Deploy at Branch(es)	5 days?	05/02/2005 8:00	05/08/2005 17:00	35	ALS PM[60%]
37	Business User Training	15 days?	05/09/2005 8:00	05/29/2005 17:00	35,36	ALS Analyst[40%]
38	Technical User Training	15 days?	05/09/2005 8:00	05/29/2005 17:00	35,36	ALS Analyst[40%]
39	Pilot Period	30 days?	05/09/2005 8:00	06/16/2005 17:00	35,36	ALS PM[30%]
40	**Final Acceptance**	**0 days?**	**07/11/2005 17:00**	**07/11/2005 17:00**	**39,69**	**ALS PM[80%]**
41	**Business Tasks**	**214.25 days**	**10/03/2004 8:00**	**08/03/2005 17:00**		
42	AMIR IT/HR integration (Project Management)	205 days	10/03/2004 8:00	07/21/2005 15:00		AMIR[5%]
43	Compile HCDM Business Plan	7 days	10/17/2004 8:30	10/27/2004 10:30		AMIR[5%]
44	Determine and Document Business Requirements (for RFP)	22 days	10/03/2004 8:00	11/03/2004 14:30		AMIR[5%]
45	Review and consolidate job descriptions	82 days	10/03/2004 8:00	01/31/2005 15:00		AMIR[5%]
46	Facilitate Knowledge Management Cttee meetings	45 days	11/01/2004 8:30	01/05/2005 12:00		AMIR[5%]
47	Facilitate IPR training	8 days	11/16/2004 8:00	11/24/2004 17:00		AMIR[5%]
48	Project Management Training	11 days	11/20/2004 8:00	12/02/2004 17:00		
49	Document training administration process	4 days	11/04/2004 8:30	11/10/2004 10:30		AMIR[5%]
50	Prepare training administration proformas	5 days	11/10/2004 10:30	11/20/2004 15:00	49	AMIR[5%]
51	Review and Consolidate training material	4 days	05/30/2005 8:00	06/02/2005 17:00	50,49,34	AMIR[5%]

52	Start up Executive Workshop	1 day	12/16/2004 8:00	12/16/2004 17:00		AMIR[5%]
53	HR & TC Team Building Workshop	6 days	12/05/2004 8:00	12/12/2004 17:00		AMIR[5%]
54	Computing skills upgrade TC & HR staff	20 days	12/05/2004 8:00	12/30/2004 17:00		AMIR[5%]
55	Develop phase 2 workplan HR & TC	4 days	02/01/2005 8:00	02/06/2005 17:00		AMIR[5%]
56	Testing job descriptions	20 days	06/19/2005 8:00	07/14/2005 17:00	45,39	AMIR[5%]
57	Design standard training reports with TC staff	4 days	02/07/2005 8:00	02/13/2005 17:00		AMIR[5%],Customs[50%]
58	SAT workshop for TC staff	5 days	02/03/2005 8:00	02/09/2005 17:00		
59	Train the trainer HR & TC	4 days	02/13/2005 8:00	02/16/2005 17:00	58	AMIR[5%],Customs[50%]
60	Workplace information sessions conducted by HR & TC	97 days	02/17/2005 8:00	06/30/2005 17:00	59	Customs[50%],AMIR[5%]
61	Assess key managers job descriptions and skill sets	10 days	02/01/2005 8:00	02/15/2005 17:00	45	AMIR[5%]
62	HR & TC Skills workshop	4 days	01/12/2005 8:00	01/17/2005 17:00	53	AMIR[5%]
63	Design development plan for key managers	4 days	02/17/2005 8:00	02/22/2005 17:00	61	
64	Deliver key manager training aligned to development plan	16 days	03/06/2005 8:00	03/27/2005 17:00	63	AMIR[5%]
65	**Acquire Knowledge Management Committee Decision**	**0 days**	**03/27/2005 17:00**	**03/27/2005 17:00**	**63,64**	
66	HR & TC monthly forum	16 days	01/06/2005 8:00	01/30/2005 17:00		AMIR[5%]
67	Test Jordan Customs job descriptions against key Customs composite jobs (AMIR Report - xxxxx)	14 days	07/17/2005 8:00	08/03/2005 17:00	61,56	AMIR[5%]
68	Evaluation of business aspects of the pilot	10 days	06/19/2005 8:00	06/30/2005 17:00	39	AMIR[5%]
69	Pilot Report to Knowledge Management Cttee	7 days	07/03/2005 8:00	07/11/2005 17:00	68	AMIR[5%]

70	**Acquire Knowledge Management Committee Decision**	**0 days**	**07/11/2005 17:00**	**07/11/2005 17:00**	**68,69**	
71	Prepare Project Report	7 days	07/12/2005 8:00	07/20/2005 17:00	68,40	AMIR[5%]
72	Project Celebration	1 day	07/21/2005 8:00	07/21/2005 17:00	71	AMIR[5%]

Legend	
Task Item	Milestone
Task Item	Completed

Annex 2: Training Center Workplan for March 2005

<table>
<tr><td colspan="5">Training Centre Workplan for March – Preparation for pilot of new system</td></tr>
<tr><td>Activity</td><td>By this date</td><td>Responsible</td><td>TC staff responsible to coordinate</td><td>Comments</td></tr>
<tr>
<td>Knowledge Management Committee meeting– prepare memo for Deputy Director General to sign to seek training material in the new format</td>
<td>6 March</td>
<td></td>
<td>Wafa Hattar</td>
<td><i>completed</i></td>
</tr>
<tr>
<td>Training course records to be electronically recorded for trial using the agreed-to proformas (products are instructor's manual + participant manual):
• Dealing with the public
• Valuation level 1
• Valuation level 2
• Valuation level3
• Customs procedures:
  o Customs policies
  o Duties and goals of the Customs
  o Customs documents types
  o Customs relations with other departments
  o Violations and smuggling cases
  o Unified declaration
  o Inspection and search
  o Commercial treaties
  o Rules of origin
  o Licensing requirements
  o Transit</td>
<td>31 March</td>
<td>Dr. M. Kayed
Jalal Qudah
Jalal Qudah
Jalal Qudah

Dr. M. Kayed
Dr. M. Kayed
Ziad Bani Salman
Dr. M. Kayed

Moh'd Hamdi
Khaled Riyashi
Dr. M. Kayed
Omar Abandah
Omar Abandah
Raed Nimri
Inad Dhala'in
Yasse Hyasat</td>
<td>Wafa Hattar and Dr Sakher Juneidi</td>
<td>Approach:

• New presentation on what is required
• Follow up one on one offer of help from Sakher
• If necessary consultation on 'cut and paste' of existing material by Sakher</td>
</tr>
</table>

o Exemption and encouraging investment				
Training administration: • Preparation of procedural manual for TC staff • Introduce document management arrangements • Arrange central server and email facilities within TC	5 March 5 March End March		Samir Abdullah	*Sound processes being introduced and work in hand*
Training plan amended according to performance feedback information from HR – report to Knowledge Management Committee	5 April		Samir Abdullah	
Secretaries/administrators to work direct to Samir Abdullah and follow new administrative processes in March. Mr Abdullah to provide feedback to Knowledge Management Committee on the performance of secretaries/administrators during March	5 April		Samir Abdullah	Report on performance against job descriptions and competencies (attitude to work)
Request to Knowledge Management Committee for additional TC staff for preparation for system trial and for system implementation – follow through if necessary	End March		Wafa Hattar	*Completed*

Develop monthly training reports for the Knowledge Management Committee. Reporting against training target of 25 hours per employee per annum.	5 April		Wafa Hattar and Samir Abdullah	*First TC report presented* *Second report to include training target* *Training target will be discussed with the KMC. Is it feasible or not*
Develop training plan for TC & HR computer skills • document management skills • PC management • Microsoft Word • Microsoft PPT (according to job need)	12 March		Samir Abdullah Ruba Afana	PC training needs to be completed by end of March 2005

Annex 3: HR and Training Center Workshop 1 Presentation

Integrated HR and Training System
النظام المتكامل للموارد البشرية والتدريب

جدول الأعمال – Agenda

- Advantages of an advanced HR system

• فوائد استخدام نظام موارد بشرية متقدم

- Preparation for new system

• التحضير للنظام الجديد

- Understanding competencies

•الفهم الكامل للكفاءات

- HR & training – a key player in Customs' reforms

•الموارد البشرية والتدريب – اللاعبين الأساسيين في إصلاحات الجمارك

Why a new HR and Training System?
ما الحاجة لبرنامج موارد بشرية وتدريب جديد؟

- Organized information

•معلومات منسقة

- Linked information – HR and training

•معلومات مترابطة – الموارد البشرية والتدريب

- Efficiency

•الفعالية

- Accuracy

•الدقة

- Accessibility & privacy

•إمكانية الوصول للمعلومات والسرية

HR Preparation for new system
تحضير الموارد البشرية للنظام الجديد

Skills
المهارات

Job descriptions
الوصف الوظيفي

Tasks
المهام

Experiences
الخبرات
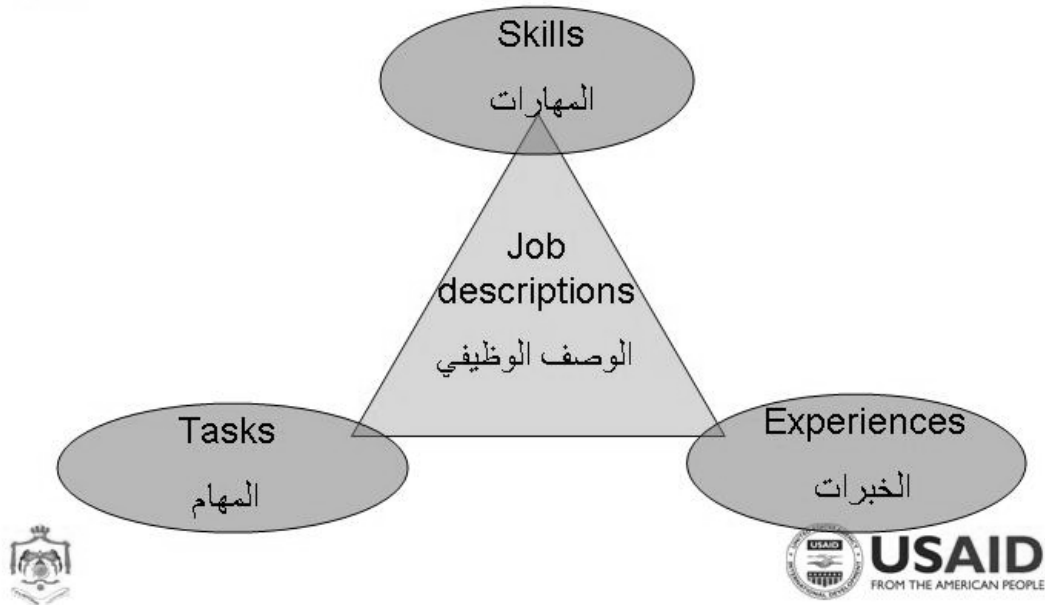
TC Preparation for new System
تحضير مركز التدريب للنظام الجديد

Training course
المناهج التدريبية

Training package
الحزمة التدريبية

Training administration
إدارة التدريب

Training evaluation
تقييم التدريب
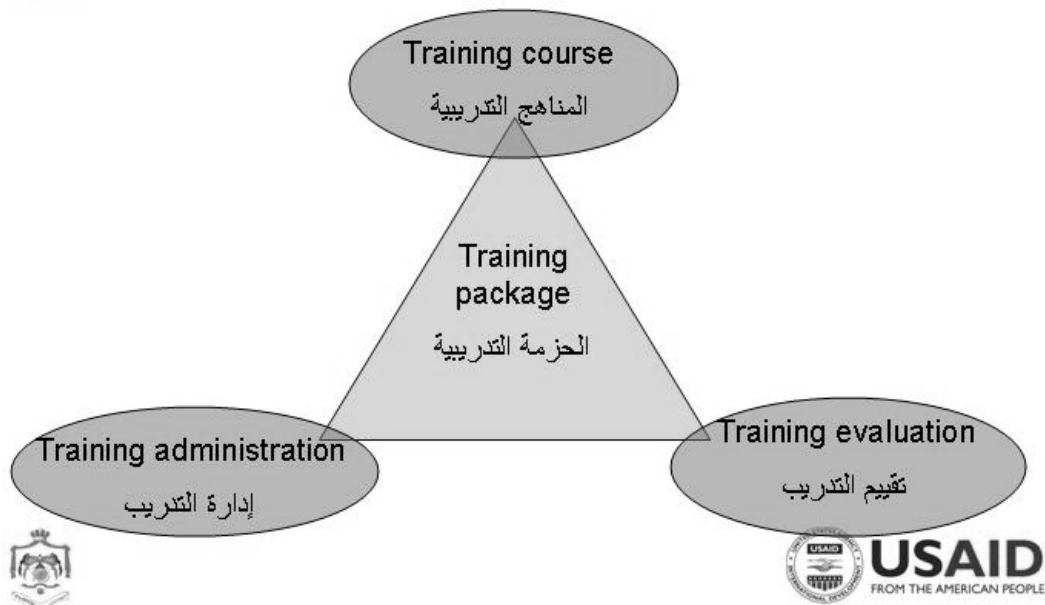
Joint HR and TC activity
نشاط مشترك بين الموارد البشرية ومركز التدريب

HR - الموارد البشرية

Job descriptions

الوصف الوظيفي

Competencies

الكفاءات

مركز التدريب - TC

Training packages

الحزمة التدريبية

Understanding Competencies
مفهوم الكفاءات

Skills

المهارات

Knowledge

المعرفة

Behaviors

السلوك

Understanding Competencies
مفهوم الكفاءات

Skills
المهارات

القدرات - Abilities

Can learn new skills
إمكانية تعلم مهارات جديدة

Observable
ممكن مراقبتها

Need practice
بحاجة للممارسة

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Understanding Competencies
مفهوم الكفاءات

Knowledge
المعرفة

Theoretical learning
التعلم النظري

Increases through experiences
زيادة المعرفة بالخبرة

What we know
كل ما نعرفه

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Understanding Competencies
مفهوم الكفاءات

Behaviours

السلوك

How we approach our job

كيفية التعامل مع وظيفتا

Reflects attitudes to our work

انعكاس المواقف الشخصية على عملنا

Future Links between HR and Training
الروابط المستقبلية بين الموارد البشرية والتدريب
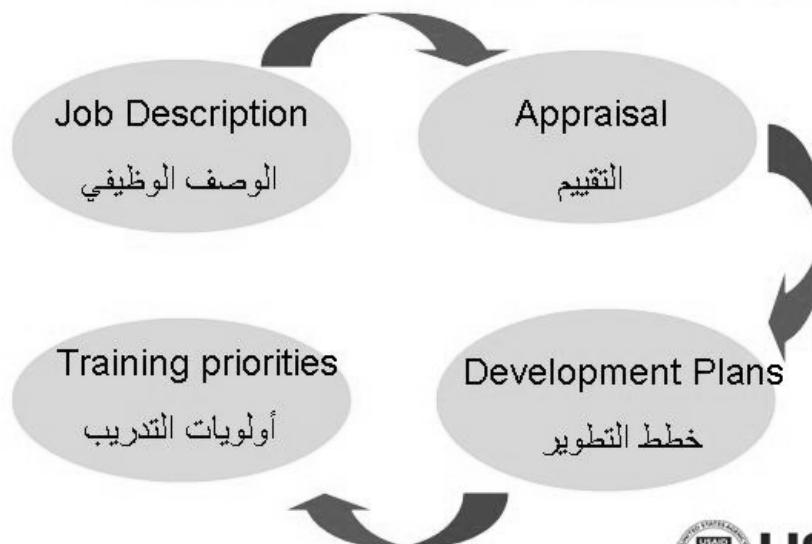
Job Description

الوصف الوظيفي

Appraisal

التقييم

Training priorities

أولويات التدريب

Development Plans

خطط التطوير

HR, Training and Workplace Performance
أداء مكان العمل للموارد البشرية والتدريب

Job descriptions
الوصف الوظيفي

Competencies
الكفاءات

Training packages
الحزمة التدريبية

Appraisal and development plans
التقييم وخطط التطوير

= sound workplace performance

= أداء سليم في مكان العمل

HR, Training and Workplace Performance
أداء مكان العمل للموارد البشرية والتدريب

Putting the jigsaw together
حل الأحجية

We need

نحتاج إلى:

•Co-operation between HR and TC

•تعاون بين الموارد البشرية ومركز التدريب

•Integrated HR and training system

•نظام متكامل بين الموارد البشرية ومركز التدريب

•Skilled HR, training people

•أشخاص مهرة في الموارد البشرية ومركز التدريب

•Strong leadership from Directors and Managers

•قيادة قوية من المدراء

Annex 4: Presentation to Ministry of Finance – HR Directorates

Human Capital Development and Management in Jordan Customs

مشروع تنمية وإدارة رأس المال البشري في دائرة الجمارك

Background

خلفية المشروع

- Previous AMIR/ USAID work with Customs

•الأعمال السابقة لبرنامج أمير / USAID في دائرة الجمارك

- MOU between AMIR/USAID and Customs

•مذكرة التفاهم الموقعة بين برنامج أمير/ USAID ودائرة الجمارك

Background (2)

خلفية المشروع (2)

- Alignment with HR best practice

•الممارسات المثلى للموارد البشرية

- IT and HR consultants

•مستشارين نظم المعلومات والموارد البشرية

- Customs personnel

•موظفو الجمارك

Project Aims and Timeframes

أهداف المشروع والأطر الزمنية

- Develop interrelated HR and training processes and systems – Systems Approach to Training (SAT)

•تطوير أنظمة وعمليات متكاملة في مجال الموارد البشرية والتدريب - منهج نظم التدريب (SAT)

- Assist Customs HR and Training Centre to be independent users of new processes and system

•مساعدة الموارد البشرية ومركز التدريب الجمركي ليصبحوا مستخدمين مستقلين للأنظمة والعمليات الجديدة

- Trial new HR system finished before end of September 2005

•الانتهاء من تجربة نظام الموارد البشرية الجديد قبل نهاية شهر أيلول عام 2005

Links to Strategic Initiatives

الربط مع المبادرات الاستراتيجية لدائرة الجمارك

- Customs Strategic plan

•الخطة الاستراتيجية للجمارك

- Customs operational reforms

•الإصلاحات العملية للجمارك

- Aligned to Jordanian Civil Service Reforms

•التماشي مع إصلاحات نظام الخدمة المدنية الأردني

Benefits for Customs from HR project

فوائد دائرة الجمارك من مشروع الموارد البشرية

- HR and training centre responsive to strategic initiatives

•استجابة الموارد البشرية ومركز التدريب لمبادرات استراتيجية

- Recommending right people in right jobs

•التوصية بوضع الشخص المناسب في المكان المناسب

- Right people receive training

•تدريب الأشخاص المناسبين

- Improved performance on the job

•تحسن الأداء في العمل

- Improved return on investment for training expenditure

•تحسن العائد على الاستثمار في مصاريف التدريب

Key HR and training reforms
الإصلاحات الأساسية للموارد البشرية والتدريب

- Training relates to jobs

•ربط التدريب بالعمل

- Competency sets link to jobs, training, performance evaluation, rotation, succession planning

•ربط مجموعة الكفاءات بالوظائف، التدريب، تقييم الأداء، التدوير الوظيفي،
التخطيط الإحلالي

- Training has a discipline

•وجود قواعد للتدريب

- Systems increase transparency

•زيادة الشفافية من خلال النظام

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Customs Involvement
دور الجمارك في المشروع

- Assistance with RFP for HR system vendors

•المساعدة في تحضير تعليمات الشراء لمصممي برامج الموارد البشرية

- Development of job descriptions

•تطوير الوصف الوظيفي

- Documentation of training materials

•توثيق المواد التدريبية

- Preparation of request for delegations

•تحضير طلب تفويض الصلاحيات

- Increasing understanding of SAT

•فهم أكبر لـمنهج نظم التدريب (SAT)

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Project Risks

المخاطر

- Technical solutions particularly for SAT

•حلول فنية وبالأخص من أجل منهج نظم التدريب (SAT)

•Loss of Customs IT, HR and training specialists during the project period

•فقدان الاختصاصيين في مجال نظم المعلومات، الموارد البشرية والتدريب خلال فترة المشروع

•Insufficient communication and cooperation between key players

•تعاون واتصال غير فعالين بين المعنيين الأساسيين

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Project Risks (2)

المخاطر (2)

- Organizational infrastructure – delegations, governance

•البنية التحتية للمؤسسات – تفويض الصلاحيات، الهيمنة

- Competencies of key Customs staff

•الكفاءات للموظفين الأساسيين في الجمارك

- Insufficient support and training to key systems operators during and after system implementation

• دعم وتدريب غير كافيين لمشغلي النظم الأساسيين خلال وبعد فترة تطبيق النظام

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Mitigating activities
تقليل الأنشطة

- Establishing high level steering committee

•إنشاء لجنة توجيهية عالية المستوى

•Involving Customs' senior managers

•العمل مع الإدارة العليا في الجمارك

•Project management methodology

•أسلوب إدارة المشروع

•Embedding key HR & training reform concepts

•إدخال مبادئ إصلاحية أساسية للموارد البشرية والتدريب

•Care in developing RFP and assessing vendors

•الاهتمام بإعداد طلبات العروض وتقييم المصنعين

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Key wins
الإنجازات الأساسية

- Customs support at many levels – IT planning, resources, operational enthusiasm

•دعم الجمارك في عدة مستويات – تخطيط تكنولوجيا المعلومات، المصادر، الحماس المهني

- Documenting Directors' development needs

•توثيق احتياجات التطوير للمدراء

•In principle agreement to revised delegations

•الموافقة المبدئية على تفويض الصلاحيات

•Monitored by World Customs Organization

•مراقبة منظمة الجمارك العالمية

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Next steps

الخطوات التالية

- Selection of vendor

•اختيار المصنع

- Collaboration with vendor re customization

•التعاون مع المصنع من أجل التعديل

- Customs preparation for system trial

•تحضير الجمارك من أجل تجربة النظام

- Consideration of critical cultural change issues

•الأخذ بعين الاعتبار مواضيع التغير الثقافي الحساسة

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Expected Success Story

قصص النجاح المتوقعة

- Customs is independently operating an integrated HR and training system

•قيام الجمارك بتشغيل نظام متكامل للموارد بشرية والتدريب

- Training is aligned to Customs business needs

•تماشي التدريب مع احتياجات الجمارك الإدارية

- HR and training processes are transparent and open to audit

•اعتبار عمليات الموارد البشرية والتدريب شفافة وقابلة للتدقيق

- New automated systems in Customs for further applications

•وجود أنظمة محوسبة في الجمارك من أجل برامج مستقبلية

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AMIR

Human Capital Development and Management in Jordan Customs

مشروع تنمية وإدارة رأس المال البشري في دائرة الجمارك

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Annex 5   Consultations

Consultations took place with the following people and groups during the period 2 February – 7 March 2005:

2 February	AMIR personnel
2 – 19 February	Regular meeting with John Howard re Directors' skill sets and development needs
3 February	IT Project team
7 February	Manager, Training Centre Director, HR
9 February	HR/IT Project team
13 February	Knowledge Management Committee
14 February	AMIR HR team
15 February	HR team HR/IT Project team
19 February	Director HR Manager Training Centre
20 February	Training team
22 February	Director HR HR team
23 February	AMIR Program Director Taxation and Customs Advisor, BearingPoint
27 February	eStarta, Menaitech system demonstration
28 February	Training team
2 March	HR team
3 March	Ministry of Finance – HR group and BearingPoint representatives
6 March	HR team Knowledge Management Committee BearingPoint Consultant
7 March	US AID Training team

Annex 6: Business Implementation Plan End of Phase 2

ID	Task_Name	Duration	Start_Date	Finish_Date	Predecessors
1	**Customs HCDM**	**238.25 days?**	**03-Oct-04**	**06-Sep-05**	
2	**Technical Tasks**	**223.25 days?**	**06-Oct-04**	**21-Aug-05**	
3	**HCDM Procurement & Implementation Team Onboarding**	**128.25 days**	**06-Oct-04**	**11-Apr-05**	
4	Project Planning and Onboarding	4 days	06-Oct-04	11-Oct-04	
5	Compile HCDM Technical Plan	7 days	17-Oct-04	27-Oct-04	
6	Compile HCDM Implementation Plan	3 days	27-Oct-04	01-Nov-04	5,43
7	Determine and Document Systems Integration Requirements (for RFP)	10 days	12-Oct-04	27-Oct-04	
8	Determine and Document HCDM Detailed Requirements (for RFP)	15 days	12-Oct-04	04-Nov-04	4
9	Approve Detailed Requirements	3.43 days	06-Nov-04	10-Nov-04	8,7
10	Develop RFP	15 days	20-Oct-04	11-Nov-04	4
11	Approve RFP	2 days	16-Nov-04	17-Nov-04	10,44,9
12	Select Pilot Customs Departments (HQ & Branch)	1 day	02-Nov-04	03-Nov-04	
13	**Pilot Locations Selected**	**0 days**	**03-Nov-04**	**03-Nov-04**	**12**
14	Publish and Manage RFP	37 days	18-Nov-04	06-Jan-05	11,13
15	Proposals Received	0 days	06-Jan-05	06-Jan-05	14
16	**Evaluate Proposals and Select HCDM Vendor**	**42 days**	**09-Jan-05**	**09-Mar-05**	**15**
17	Evaluate Proposals	38 days	09-Jan-05	03-Mar-05	
18	Conduct Live Software Demoe at Customs - Jordan	4 days	06-Mar-05	09-Mar-05	17
19	**HCDM Vendor Selected**	**0 days**	**09-Mar-05**	**09-Mar-05**	**16**
20	USAID Contact Office Approval to Proposed Budget	21 days	09-Jan-05	07-Feb-05	15
21	Contract Preparation	7 days	10-Mar-05	20-Mar-05	16
22	Contract HCDM Vendor	1 day	21-Mar-05	21-Mar-05	21
23	Contract HCDM Vendor Implementation Team Mobilization & Onboarding	15 days	22-Mar-05	11-Apr-05	22
24	**Pilot Implementation**	**95 days?**	**12-Apr-05**	**21-Aug-05**	**3**
25	Pilot Implementation Re-Planning (based on selected Vendor)	4 days?	12-Apr-05	17-Apr-05	
26	**Pilot Implementation Plan Sign-off**	**0 days**	**17-Apr-05**	**17-Apr-05**	**25**
27	ALS Implementation Management	95 days	12-Apr-05	21-Aug-05	

28	Requirements Verification, Analysis, Pilot Acceptance Criteria	10 days?	12-Apr-05	25-Apr-05	
29	Implementation Design	5 days?	26-Apr-05	02-May-05	28
30	Implementation Development	10 days?	03-May-05	16-May-05	29
31	Implementation Test	5 days?	17-May-05	23-May-05	30
32	Acceptance Testing	5 days?	24-May-05	30-May-05	31
33	Deployment Planning	8 days	24-May-05	02-Jun-05	31
34	**Deploy**	**25 days?**	**05-Jun-05**	**06-Jul-05**	**33,32,45**
35	Deploy at HQ	5 days?	05-Jun-05	09-Jun-05	
36	Deploy at Branch(es)	5 days?	10-Jun-05	15-Jun-05	35
37	Business User Training	15 days?	16-Jun-05	06-Jul-05	35,36
38	Technical User Training	15 days?	16-Jun-05	06-Jul-05	35,36
39	Pilot Period	30 days?	16-Jun-05	27-Jul-05	35,36
40	**Final Acceptance**	**0 days?**	**21-Aug-05**	**21-Aug-05**	**39,70**
41	**Business Tasks**	**238.25 days**	**03-Oct-04**	**06-Sep-05**	
42	AMIR IT/HR integration (Project Management)	205 days	03-Oct-04	21-Jul-05	
43	Compile HCDM Business Plan	7 days	17-Oct-04	27-Oct-04	
44	Determine and Document Business Requirements (for RFP)	22 days	03-Oct-04	03-Nov-04	
45	Review and consolidate job descriptions	101 days	03-Oct-04	28-Feb-05	
46	Facilitate Knowledge Management Cttee meetings	189 days	01-Nov-04	27-Jul-05	
47	Facilitate IPR training	8 days	16-Nov-04	24-Nov-04	
48	Project Management Training	11 days	20-Nov-04	02-Dec-04	
49	Document training administration process	4 days	04-Nov-04	10-Nov-04	
50	Prepare training administration proformas	5 days	10-Nov-04	20-Nov-04	49
51	Review and Consolidate training material	4 days	07-Jul-05	12-Jul-05	50,49,34
52	HR & TC Team Building Workshop	6 days	05-Dec-04	12-Dec-04	
53	Executive Start Up Workshop	1 day	23-Dec-04	23-Dec-04	
54	Presentation to Trainers on the suggested Trainig Material format	1 day	18-Jan-05	18-Jan-05	
55	Assess Directors' job descriptions and skill sets (for HQs only)	10 days	28-Feb-05	14-Mar-05	45
56	Presentation to Directors on organzation restructure @ Australian Customs	2 days	16-Feb-05	17-Feb-05	
57	Develop phase 2 workplan HR & TC	2 days	16-Feb-05	17-Feb-05	
58	Testing job descriptions	20 days	28-Feb-05	28-Mar-05	45

59		Computing skills upgrade TC & HR staff	20 days	15-Mar-05	11-Apr-05	
60		HR/TC Workshop 1	5 days	14-Feb-05	20-Feb-05	
61		HR/TC Workshop 2	4 days	01-Mar-05	06-Mar-05	
62		HR/TC Workshop 3	4 days	14-Apr-05	19-Apr-05	52,61
63		Design standard training reports with TC staff	4 days	20-Apr-05	25-Apr-05	62
64		Workplace information sessions conducted by HR & TC	97 days	26-Apr-05	06-Sep-05	63
65		Design development plan for Directors	7 days	14-Mar-05	23-Mar-05	55
66		Deliver Directors training aligned to development plan (for HQs only)	75 days	23-Mar-05	05-Jul-05	65
67		**Acquire Knowledge Management Committee Decision**	**0 days**	**05-Jul-05**	**05-Jul-05**	**65,66**
68		Test Jordan Customs job descriptions against key Customs composite jobs*	14 days	09-May-05	26-May-05	55,58
69		Evaluation of business aspects of the pilot	10 days	28-Jul-05	10-Aug-05	39
70		Pilot Report to Knowledge Management Cttee	7 days	11-Aug-05	21-Aug-05	69
71		**Acquire Knowledge Management Committee Decision**	**0 days**	**21-Aug-05**	**21-Aug-05**	**69,70**
72		Prepare Project Report	7 days	22-Aug-05	30-Aug-05	69,40
73		Project Celebration	1 day	31-Aug-05	31-Aug-05	72

Job descriptions were introduced in the report "AMIR Report - Human Resources Development - Phase I" developed by John Howard and Walter Hekala - June 2004

Legend	
Milestone	**Milestone I**
Task Completed	Task II